




# **Progress Report on** ***LaShawn A. v. Williams***

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February 13, 2006



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This report is prepared for the February 15, 2006 status hearing for LaShawn A. v. Williams. This hearing has been set to continue to monitor the progress of the District of Columbia and its Child and Family Services Agency (CFSA) toward the benchmarks and standards set forth in the April 2003 Implementation Plan.

This report includes information about priority areas that have been identified by the Monitor and have been of particular interest to all parties and the Court. These include:

- A. Child Protective Services and the Backlog of Investigations
- B. Progress Towards Permanency, Adoptions and Post Permanency Support
- C. Provider Payments
- D. Staffing and Caseloads
- E. Mental Health Services
- F. Measuring Quality Practices at CFSA
- G. Progress Toward Implementation Plan Benchmarks and Outcomes

In addition to this report, attached are three related monitoring reports that provide more in-depth information about the current functioning of the District of Columbia's child welfare system and the Child and Family Services Agency. These include:

- *An Assessment of the Quality of Child Protective Services Investigations in the District of Columbia*

This report is based on a case record review of 134 cases conducted in July 2005 and a Quality Service Review (QSR) of 15 investigations cases. The reviews found the investigation practices at CFSA to be generally working to ensure the safety of children but identified uneven practices and mixed investigative quality.

- *An Assessment of the District of Columbia's Child and Family Services Agency Pre-Service Training*

This assessment was done by a national child welfare training expert who served as a consultant to the Monitor. The review found that the pre-service training at CFSA meets the requirements of the Implementation Plan and provides new workers with important information related to child welfare policies and practices. More focus is needed on helping new workers gain the necessary skills for engaging families and working together to promote child safety, permanency and well-being.

- *Quality Service Review at Child and Family Services Agency, Fall 2005*  
The QSR of 40 cases highlighted the Agency's success in ensuring the safety of children, providing appropriate placements, including pre-adoptive placements and meeting the health needs of children. Areas requiring additional attention include improving placement stability for children, moving to permanency more expeditiously, providing supportive services to families and changing case practice to include teaming with families and the service network designed to support families as they work to meet the goals of the case plan. This document can be found at:  
<http://www.cfsa.dc.gov/cfsa/frames.asp?doc=/cfsa/lib/cfsa/frames/pdf/Fall2005QSRReport.pdf>.

Taken together, these documents provide information about key practice areas at CFSA. Importantly, the special reviews go beyond assessing the Agency's quantitative progress on Implementation Plan benchmarks to assess the quality of case practice and Agency functioning. The Monitor's next special project will review the placement process, specifically as it relates to the high number of placement disruptions and re-placements at CFSA.

In addition to these reports, the Monitor has begun to review CFSA's administrative data from December 2005 to determine progress towards the majority of the performance benchmarks and outcomes in the Implementation Plan. Performance data are provided by CFSA 30 to 45 days after the end of each month. December 2005 data were provided to the Monitor during the first week of February. We are currently reviewing the data and verifying selected elements, particularly when we and/or the Agency have reason to question the validity of FACES data. Additionally, given the reduced time period for completion of this report, CFSA's review and comments are limited.

Based on a preliminary analysis, the areas we believe the District has met the Implementation Plan benchmarks for December 31, 2005 include:

- Using of risk assessment in prioritizing investigation response times
- Interviewing children in the household during investigations
- Checking for prior reports of abuse or neglect during investigations
- Ensuring children reside in foster homes that are not over capacity
- Having supervisors approve case plans
- Notifying adoptive families of post-adoptive service availability
- Conducting administrative reviews for children in foster care
- Conducting permanency hearings in Court for children in foster care

While meeting these benchmarks is a critical step toward compliance with the Implementation Plan, in the Monitor's judgment, the Agency's overall progress has slowed in recent months and there is backsliding in some areas. Based on our initial review of performance as of December 31, 2005, there are some areas of additional progress, some areas where performance is not much different from six months ago and other areas where earlier progress has dissipated. CFSA is not consistently sustaining the progress made to date. Additional efforts will be needed to meet the performance targets in the Implementation Plan and its more stringent performance expectations for December 31, 2006. Areas of greatest concern include:

- *Investigations*
  - Initiation, Completion and Quality of Investigations
  - Timeliness of Institutional Abuse Investigations
- *Placement*
  - Young Children in Congregate Settings
  - Children in Emergency Homes or Facilities
  - Children with Multiple Placements
- *Case Practice*
  - Social Work Visits with Children and Families
  - Visitation Among Siblings Placed Apart
- *Permanency*
  - Adoptive Home Recruitment and Placement
- *Staffing and Caseloads*
- *Infrastructure – Contracts and Provider Payments*

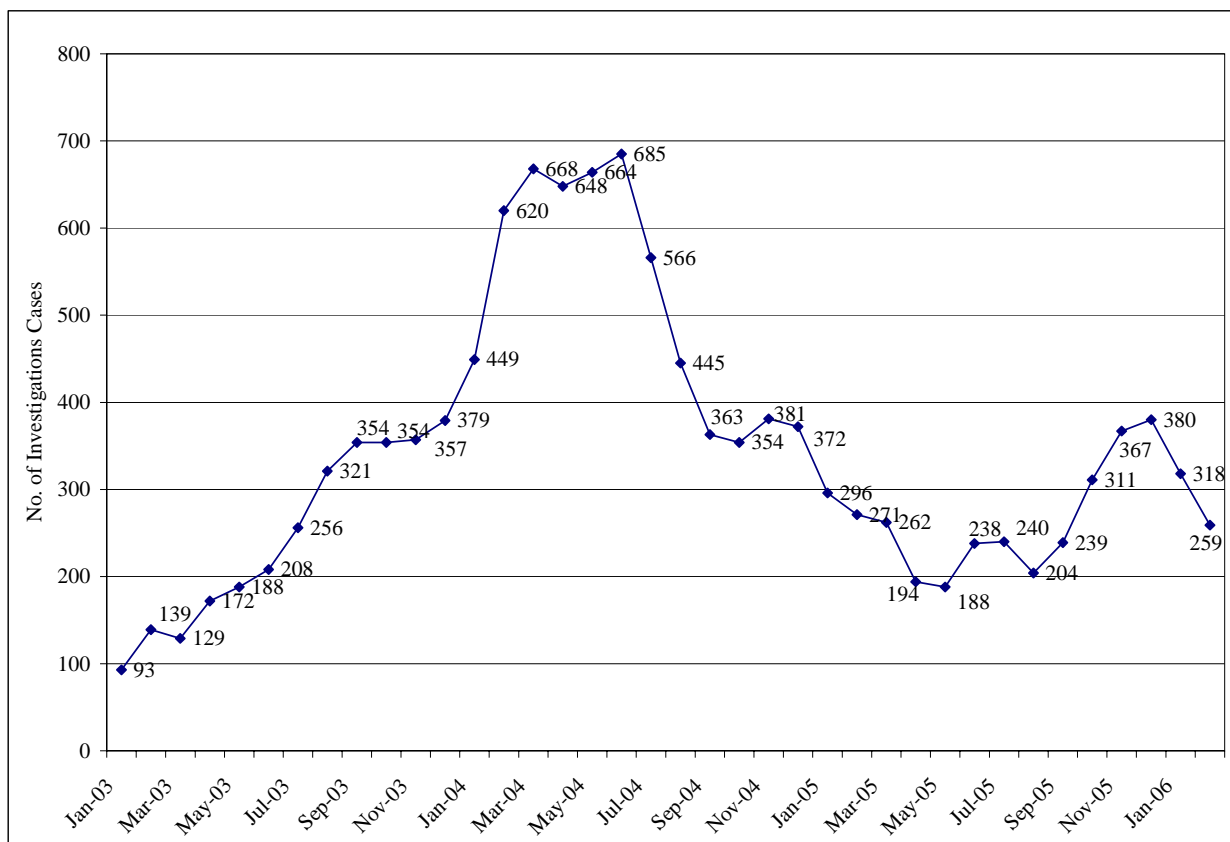
Detailed data on progress as of December 31, 2005 can be found in the Section G of this report.

The Monitor, Plaintiffs and CFSA are meeting regularly to discuss the issues identified in this report. A meeting was held on February 6, 2006 in which the most recent data were reviewed and CFSA provided an update on the strategies currently being developed and implemented. CFSA's leadership remains committed to implementing system and practice improvements to create and sustain a high quality child welfare system in the District of Columbia.

## A. Child Protective Services and Investigations Backlog

The Monitor continues to receive weekly updates on the status of investigations not completed within 30 days. Since the last report to the Court, the backlog rose to a high of 380 in December 2005 and recently began falling again. Since September 2005, there has been no consistent trend and the backlog remains in an erratic pattern of rising and falling. As of February 10, 2006, the backlog was 259, an unacceptable level. (See Figure 1 below.)

**Figure 1: Investigations Open More Than 30 Days  
as of February 10, 2006\***



\*Data represent the high point for each month. February 2006 data are point in time on February 10, 2006.

It is clear that sustained attention and resources must be given to this area of practice. There have been several short term corrective action plans put in place since the beginning of 2004 to address the backlog, but once these intensive efforts end, the backlog again increases. We continue to believe that adequate staffing and supervision remain key factors the backlog problems.

CFSA has recently developed a new corrective action plan with both short and long term strategies. A team of six workers has been detailed specifically to address the backlog of investigation cases. Each of these workers is expected to finish all investigative activities necessary to close ten cases per week. In addition to these detailed staff, CFSA reports a reduction in the number of staff vacancies in the investigations units. Currently there are five vacancies in these units and a total of 48 filled investigative social work positions. However, of these 48 workers, three have been on extended medical leave, four have been out on extended personal leave, two have been on approved vacations of more than two weeks and seven are newly trained and not yet carrying a full caseload. The vacancies and staff on extended leave mean that there are not enough trained workers consistently available to do the work. CFSA has just implemented a pay differential for CPS staff as a strategy to improve recruitment and retention of staff in the investigations units. Workers in these units will receive an additional \$480 per month to reflect the difficulty of the work. It is hoped that this type of monetary incentive will increase the stability of the investigations workforce.

Importantly, a new Acting Administrator has recently been assigned to the Intake and Investigations Administration to fill this open position. As we have repeatedly reported to the Court, CFSA must fill and retain staff for all current vacancies and then determine if additional positions are needed to adequately address the increasing volume of investigations and the backlog. More positions may be needed particularly if the pattern of extended medical and personal leave by assigned staff continues.

In addition to working to address the staffing issues, which must be resolved quickly, other improvement strategies include conducting “ground rounds” sessions to help workers with challenging cases, adding substance abuse specialists to assist with initial assessments and to make referrals for treatment, working with two consultants to improve practice and organizational culture in the Intake and Investigations Administration and meeting with key stakeholders such as the Metropolitan Police Department and the Child Advocacy Center to better coordinate abuse investigations. CFSA has committed to implementing each of these strategies.

Since the last Court hearing, the Monitor, in collaboration with the CFSA Quality Improvement staff, has completed a comprehensive review and analysis of the functioning of child protective services. The full report from this review, *An Assessment of the Quality of Child Protective Services Investigations in the District of Columbia*, is included with this report.

The review provides a mixed picture of the quality of the District’s CPS practices. Importantly, workers are completing safety and risk assessments and in the majority of cases, the reviewers agreed with the findings of the investigations. In conducting safety assessments, workers are gathering sufficient information to make a safety determination and are making appropriate safety decisions for all children in the household. Social workers are also completing risk assessments in most investigations and are doing so within the required timeframe.

While the system basically operates to ensure the safety of children, there are also many areas needing improvement in both the quality and effectiveness of the operations of the Hotline and

the abuse and neglect investigations. The review reveals a consistent pattern in the lack of early service provision or service referral during the investigation. Many service needs were identified by social workers or by the reviewers but few families had these needs met. For those families whose investigation was unfounded for abuse and neglect and additional family support was needed, less than half were referred to a Collaborative or other community based agency for follow-up.

Equally concerning is the quality of investigation practices. The case record reviewers judged 46 (34%) of the 134 investigations in the review sample to be thorough, comprehensive and of quality; 88 (66%) were not. The reviewers subjectively assessed the quality of contacts, the thoroughness of information gathered and appropriateness of decision-making related to safety, risk and overall investigation findings. In a secondary analysis of the 46 investigations that reviewers judged to be of quality to determine if each included five core contacts<sup>1</sup> as required by CFSA policy, 17 (37%) investigations met the standard. When compared to the sample of 134 investigations, 17 (13%) of the investigations were determined to be both of quality and include all five core contacts. This is a troubling finding. The Implementation Plan calls for 60% of investigations to show evidence of overall quality by December 31, 2004 and 80% by December 31, 2005.

Additional findings and recommendations from the review of child protective services are outlined below. CFSA has agreed to implement the recommendations and has initiated implementation in several areas.

#### What's Working Well

- Hotline staff are appropriately prioritizing investigation response times and identifying child vulnerability factors.
- Social workers are interviewing several core investigative contacts, including alleged child victims, all other children in the household and abuse/neglect reporters.
- Workers are completing safety and risk assessments.
- Children are receiving health screenings prior to placement.
- Family Team Meetings are being held when children are removed from home.
- The Investigations Unit is using data more regularly for management and decision making.

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<sup>1</sup> The five core contacts include interviews with the alleged victim within 24 hours, alleged maltreater, reporting source, medical and educational providers and all household members.

### What's Not Working Well

- The Hotline's assessment and documentation of information from callers need improvement.
- Overall quality of investigations is uneven.
- Current supervisory oversight is not sufficient to improve investigations practice.
- CPS social workers and officers from the District's Metropolitan Police Department (MPD) are not consistently collaborating on cases.
- The District's Child Advocacy Center is not being appropriately utilized in investigations.
- Documentation of investigation activities and findings is not thorough.
- Services are not being initiated timely as part of the investigation.
- Medical exams are not being provided for children within 48 hours of a substantiated investigation, with the exception of medical screening for children being placed in foster care.
- Case closure for investigations and transferring cases to an on-going services worker take too long.
- The quality of child and family assessment needs improvement.
- The backlog of investigations not completed within mandated timeframes remains too high.

### Recommendations for Improvement

- CFSA must fill all vacancies and ensure there is a sufficient number of qualified staff available at all times, and to take new steps to stabilize and maintain the Investigative workforce.
- The mentoring, supervision and support for Hotline and Investigations workers need to be improved immediately.
- Current requirements for collaboration and joint investigation with MPD for abuse cases need to be followed.
- CFSA and the Child Advocacy Center need to review existing protocols and take steps to ensure that all appropriate children are seen at the CAC.



- CFSA and the Collaboratives need to review and modify existing protocols regarding the referral of families for supportive assistance during and after an investigation.
- Social workers need to refer families for services more promptly as part of the investigation.
- The elapsed time between an investigative decision and the provision of services to a family by an ongoing unit must be reduced.
- Children need to receive appropriate mental health evaluations during an investigation. Additionally, children need to be immediately referred for a medical examination, when appropriate, upon substantiation of an investigation.
- CFSA's Quality Improvement Administration needs to review a sample of investigative cases at least semi-annually to track and review progress against the performance baseline established in this review.

## **B. Progress Towards Permanency, Adoptions, and Post Permanency Support**

### *Children Achieving Permanency*

The Agency's performance in providing permanency for children during 2005 is notable. There were 272 children who were adopted and 207 children achieved permanency through guardianship. The increased number of children achieving permanency through reunification (405) during 2005 is also significant. This trend further highlights the importance of families' timely and easy access to an array of supportive community-based services prevent re-entry into foster care.

**Table 1: Children Achieving Permanency  
January 2005 – December 2005**

<b>Month</b>	<b>Reunification</b>	<b>Guardianship</b>	<b>Adoption</b>	<b>Total</b>
January	12	16	36	64
February	15	16	10	41
March	30	24	32	86
April	42	27	28	97
May	43	26	23	92
June	42	14	30	86
July	29	14	33	76
August	52	15	27	94
September	28	12	7	47
October	41	17	13	71
November	24	17	18	59
December	47	9	15	71
<b>TOTAL</b>	<b>405</b>	<b>207</b>	<b>272</b>	<b>884</b>

Source: CFSA administrative data

### *Termination of Parental Rights Motions*

In July 2005, CFSA and Office of the Attorney General (OAG) completed a review of 448 cases of children considered to be part of a backlog of cases where a termination of parental rights motion (TPR) may be warranted. In 230 of the cases, there were compelling reasons not to file a TPR. In 47 cases, adoption petitions were filed or legal permanency was achieved through guardianship, reunification, or case closure. OAG filed 193 TPR motions between January and June (171 as a result of the review of older cases and 18 additional TPRs on current cases). The OAG has made significant strides in ensuring that a new backlog does not develop. From July 2005 to December 2005, OAG filed an additional 55 TPRs.

The OAG's trial record in these cases is impressive. Their motion was granted in 43 of the 44 cases tried during 2005. An additional 15 cases were resolved without trial; the remaining cases are in various stages of litigation. As the practices of CFSA, OAG, and the Superior Court have changed to move more swiftly to free children for adoption, it is critical that the CFSA work

aggressively to find adoptive families for all children. Despite numerous requests, the Monitor has not received complete information from CFSA on efforts to secure adoptive placements and finalize adoptions for these children. The Monitor, OAG and CFSA agreed to track both the legal and adoption processes in TPR cases so that the status of each child and the overall processes could be closely monitored. While we have received updates from the OAG, we have not received specific information from CFSA to allow us to assess the adequacy of work to find adoptive placements and to finalize adoptions for these children.

### *OAG Staffing and Caseload*

OAG reports that the average caseload of staff attorneys assigned to Child Protective Sections I-III has remained stable since our last report. At that time, 31 attorneys were responsible for an average of 103 cases with a range of 79 – 122 cases per attorney. Three additional attorneys support the TPR trial work. OAG remains confident in the sufficiency of their current staffing level and continue to collaborate with CFSA on training and case practice requirements.

The current workload for OAG attorneys permitted successful completion of the TPR review process, keeping current on cases needing TPR, and timely permanency hearings. Additionally, OAG attorneys or supervisors are now attending Administrative Case Reviews for children who have been in foster care for 12 months or more so that the legal planning for children supports casework practice. Additional data are needed from OAG to determine progress in taking the appropriate legal steps to free children within 30-days of a child's permanency goal change to adoption.

### *Finding Adoptive Families for Children*

CFSA reports that as of December 31, 2005 there were 583 children in care with a permanency goal of adoption. Most (309/53%) of those children reside with a pre-adoptive family. Ninety-five of the 274 children who are not in a pre-adoptive placement reside with a foster parent(s) who is considering adoption. There are 179 children needing adoptive home recruitment. The social worker for 160 of the remaining 179 children has made a referral to the agency's recruitment unit.

The data provided by CFSA about adoption recruitment is limited in scope and detail. Some children referred to the recruitment unit have had a goal of adoption for over 18 months. It is not clear when they were referred for recruitment, when recruitment plans were developed, and whether the plans have been updated. The Monitor is working with CFSA to refine its tracking of the adoption recruitment process.

CFSA is taking steps to reorganize its adoption units so that adoption workers act as consultants to the child's primary social worker on adoption issues. This shift will eliminate the case transfer to the adoption unit at the time of the permanency goal change to adoption and allow the child's primary social worker to maintain case management responsibility, with support from an adoption specialist who will take on specific functions required for a successful adoption. In the interim, the recruitment staff have taken a more proactive role in identifying children for whom

recruitment efforts may be needed. Using FACES data on children with a permanency goal of adoption, recruitment staff now identify children who are not placed in a pre-adoptive home and contact the child's social worker and the social worker's supervisor, as needed, to request referrals for recruitment. These changes may allow CFSA to better understand and track the cases of children for whom adoption efforts are needed and ensure more timely permanency.

### *Post-Permanency Supports*

The Agency is utilizing \$1.07 million from a federal adoption incentive grant and a special federal appropriation to fund an expansion of post adoption and post permanency supports. The District was able to receive \$1 million of these funds because their adoption finalization performance exceeded Federal expectations. The funds have allowed expansion of services through the District's Adoption Resource Center. Additionally, a unit within CFSA has been created with the responsibility of providing post-permanency supports and referrals to families.

### **C. Provider Payment Issues**

As the Court is aware, timely and accurate payment to providers has been a critical problem for CFSA and the District. The Monitor and the Court have been closely tracking efforts to resolve the provider payment process over the last year, beginning with back payments owed from 2002 and 2003 and proceeding to address discrepancies from 2004, 2005 and current outstanding invoices. At the last Court hearing on this subject, CFSA and the Office of the Chief Financial Officer committed to resolve all balances through FY 2005 by February 2006. They also committed to restructure the payment process so that providers are routinely paid within 45 days of invoice submission. In late January, CFSA and the OCFO met individually with the private agencies to review outstanding balances and make decisions related to payments due. These meetings were held at a point when CFSA and OCFO, along with the private agencies, have devoted additional staffing and resources to solving the provider payment issues.

The FY 2004 payments are up to date with the exception of one private agency reporting an outstanding balance of \$13,816 to CSSP. For FY 2005, CFSA reports the private agencies had identified and requested \$3,318,760 in unpaid funds. This total was reduced to \$1,767,234 during the recent reconciliation meetings between CFSA, OCFO and the private agencies although final agreement has not been reached with 100% of the agencies. The total is expected to be further reduced once documentation supporting the claims is provided to CFSA. CFSA also reports a total \$313,034 is owed by the private agencies due to overcharges during FY 2005.

The District has been filing twice monthly reports on their progress with the Monitor and the Court. To verify progress, CSSP conducted an email survey last week of the private agencies, which are members of the Consortium for Child Welfare. Nine agencies responded. The agencies responding to CSSP's request for information confirmed that FY 2004 issues have been resolved, with the one \$13,816 exception noted above. FY 2005 differences are not yet resolved

although considerable progress was acknowledged by the private agencies. Agencies responding to CSSP reported outstanding balances totaling approximately \$2,218,334 for FY 2005.<sup>2</sup>

For FY 2006, CFSA has made progress in paying provider agencies in a more timely fashion but balances over 45 days were reported by most of the nine agencies that responded to CSSP's request for information. Agencies report that payments for placement (room and board and case management services) are more timely and accurate but many agencies still have long delays in receiving payment for services billed under the "Cost Reimbursable" provision of the contracts. Table 2 below provides detailed information on the amounts owed for FY 2004, FY 2005 and over 45 days for FY 2006, as reported by these nine agencies.

<b>Table 2: Overdue Payments to Selected Providers Based on CSSP Survey - February 2006</b>			
<b>Agency</b>	<b>Amount Owed FY 2004</b>	<b>Amount Owed FY2005</b>	<b>Amount Owed Over 45 Days FY 2006</b>
A	0	365,562	0
B	0	Between 393,688 & 509,627 for Case Management \$325,649 for Cost Reimbursables	Unknown
C	13,816	129,439	24,985
D	0	397,567	119,000
E	0	217,255	91,458
F	0	5,067	0
G	0	124,836	58,000
H	0	5,500	0
I	0	253,771	70,000

Source: CSSP Survey, January – February 2006

A tremendous amount of work has been done to improve the provider payment process and this effort is recognized by all parties. The private agencies report that there has been an increase in responsiveness and organization by CFSA and OCFO. There are now fewer complaints of phone

<sup>2</sup> This figure could be as high as \$2,334,273 as one agency reports ongoing discussion with CFSA regarding \$115,939 that remains in negotiation. See Table 2.

calls and emails not being returned and of invoices being lost or misplaced at CFSA once they are submitted. One provider described the improvements in this way: "I must say there have been definite improvements in how our invoices are processed and paid. Payments are now much faster and differences resolved much quicker than before."

It is clear, however, that challenges remain and the Monitor does not yet have confidence that the issues will be fully resolved and the process operate at an appropriate level of efficiency without the extraordinary external attention that has been provided over the last six months. Systemic issues remain. There is still no consistent and effective use of remittance advice and short payment forms as committed to some time ago by the District. This continues to leave private agencies with insufficient information to balance their books at the end of each month. CFSA reports they are sending these electronically but some private agencies do not have the capacity to receive the documents in an electronic format. Additionally, the remaining balances noted in Table 2 continue to be problematic.

In an effort to find solutions to these issues, CFSA and three private agencies piloted a new invoice processing system in January 2006 for the December 2005 invoices. This new system allowed District officials to more quickly and accurately identify the payment discrepancies and the causes for the discrepancies. The pilot changes are well liked by all participants and the changed processes will now be expanded to another group of agencies. Over the next two months all remaining private agencies will be phased in to this new invoice processing system. The OCFO has also initiated staff changes to bolster performance and accountability. CFSA needs to continue to improve the efficiency of the work completed by the Placement Unit and the Office of Licensing and Monitoring to keep information current in the contracts and accurate in FACES and to enhance capacity to resolve discrepancies caused by inaccurate information.

To promote and monitor system change, CSSP has contracted with ASHLIN Management Group, Inc. to help the District identify and resolve the system and process issues that account for remaining payment delays and inaccuracies. This work, which CFSA fully supports, is designed to eliminate existing process problems, and to establish a quality assurance process that can be used going forward to continuously improve the Agency's payment processes. The quality assurance system will allow for tracking and improvements of each component of the payment process, including contracting, data reporting by providers and Agency staff, invoicing, invoice validation and reconciliation with contracts, and payment processing. In addition to resolving current payment issues, it is expected that this quality assurance process will greatly assist in the Agency's transition to performance-based contracting.

The work of ASHLIN will build upon the previous analysis performed by Bert Smith and Co. and the internal work of the Agency. Project teams have been formed to include offices responsible for finance, contracts, placement, licensing, clinical practice, and information systems, and their analytic work is now underway. In addition, a stakeholder group will be formed to include service providers (including congregate and group care providers) and members of the Collaboratives.

The products of this work will include detailed action plans to address remaining payment process issues, a detailed process manual, additional training for internal staff and vendors where required, and an ongoing quality assurance protocol. The planned duration of this project is six months.

#### **D. Staffing and Caseloads**

CFSA is currently funded for 906 full time equivalent positions. As of February 6, 2006, of the 906 positions, there were 81 vacancies with 14 identified hires with start dates; 33 vacancies are in social work positions and one vacancy is a supervisory position. On February 7, 2006, the Council of the District of Columbia authorized an additional \$2 million to allow CFSA to fill 28 additional positions and fund the salary differential for the investigations workers as described in the Child Protective Services section of this report. Earlier in the year, \$1 million in pay-go funds had been provided to CFSA to support additional staffing. A total of \$3.04 million has been provided thus far for an additional 47 positions. Approximately \$2 million in additional funds for personnel services can be request from the Council by CFSA later in the year if the Office of the Chief Financial Officer certifies both that the District has revenue available and CFSA needs the funds to hire additional positions.

Importantly, CFSA has made strides in reducing its vacancy rate, which is a prerequisite to accessing additional personnel funding. The current vacancy rate is reported at approximately 8%, which is down from approximately 17% in April 2005. CFSA also reports the turnover rate is reducing as well. In FY 2005, the overall turnover rate was 14.8% and YTD in FY 2006 the turnover rate is reported at 2.95%.

While these improvements are commendable, CFSA is not meeting LaShawn caseload standards due to insufficient staff. Caseloads at CFSA remain above the requirements in the Implementation Plan. In December 2005, there were 82 social workers with caseloads above the standards, which is unacceptable. Fifty-six of these workers are in the In-Home and Reunification Administration. CFSA calculates these workers are carrying a total of 245 cases over the MFO standard of 1:17 cases per worker.<sup>3</sup> Caseloads range from 18 to 27 with no worker carrying over 28 cases.

Staffing shortages at CFSA not only impact the Agency's ability to meet caseload standards but are related to the failure to meet other performance benchmarks as well. When the Agency is not fully staffed and caseloads remain high, workers are less able to visit parents and children consistently, complete case plans, coordinate services and work to ensure stable placements for children in foster care.

Detailed data on caseloads can be found in Table 3 below.

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<sup>3</sup> Modified Final Order caseload standards for children in foster care: 1:12 foster children with special needs; 1:20 all other children.

**Table 3: Caseloads for CFSA Social Workers as of December 31, 2005**

Type of Work	Standard	December 31, 2005 Performance	Direction of Change from 7/31/05
<i>Investigations</i>	12 investigations per worker	20 worker with more than 12 investigations  (18 investigations were unassigned. 42 cases were being managed in Intake that should be transferred to on-going units)	Declined ↓
<i>Case Carrying Workers*</i>  Family Cases and Foster Care Cases	17 cases per worker**	56 workers with more than 17 total cases  (Range of cases between 18 and 27. No worker carrying more than 28 cases.)	Improved ↑
<i>Adoptions</i>	12 adoption cases	6 workers with more than 12 adoption cases	No Change ↔
<i>Home Study</i>	30	Insufficient data provided by CFSA	Unable to Determine
<i>Supervisors &amp; Managers Carrying Cases*</i>	Full Compliance - Supervisors will not be responsible for cases except when a worker leaves without notice and then for only 5 days	23 supervisors carrying cases  (2 at CFSA & 21 at private agencies)	Decreased ↓
<i>Unassigned Cases</i>	There will be no unassigned cases	71 cases unassigned for more than 24 hours	Improved ↑

\*Does not include social workers or supervisors in training units. Includes both CFSA workers and private agency workers.

\*\* The *LaShawn* Modified Final Order requires workers to carry no more than 17 family cases, 20 foster care cases or 12 foster care cases of children with special needs. The Agency is currently held to a standard of no more than 17 total cases.

Source: CFSA administrative data.



## **E. Mental Health Services**

The Monitor has begun to receive reports from the community about decreasing access to mental health services for children in the District. Based on case specific information and conversations with children's mental health service providers, we are concerned that the current Medicaid structure in the District and provider payment problems at the Department of Mental Health (DMH), including problems with their electronic billing system, are impacting the quality and timeliness of services delivered to children, especially those children involved with CFSA. The Implementation Plan requires the District to make mental health and intensive home and community-based services available through coordination with other District agencies. We are in the process of exploring the current barriers with representatives from DMH, CFSA and the Deputy Mayor for Children, Youth, Families and Elders and will provide a full report to the Court regarding this issue prior to or at the next status hearing.

## **F. Measuring Quality Practices at CFSA**

There are several benchmarks in the Implementation Plan pertaining to the quality of case planning on behalf of children and families and the adequacy of service provision to children and families. The Quality Service Review (QSR) protocol is used in many states to measure the quality of case practice. The QSR takes an in-depth look at the case of an individual child and family to assess the status of the child and family and the frontline practices and system performance on their behalf. For each case, the trained reviewers assess, among other things, the case planning process, family and child engagement in planning, implementation and effectiveness of services and the extent to which progress is tracked and adjustments are made when needed.

The Monitor has been working with CFSA over the past three years to develop internal capacity to conduct QSRs and the Agency has embraced this evaluation strategy. Initially, the Monitor performed QSRs with limited support from CFSA. The Monitor also facilitated a process to bring in outside expertise to the District on the QSR process. CFSA is working to develop the necessary internal support and capacity to carry out a QSR process. A diverse workgroup consisting of CFSA, Collaborative and private agency staff, along with the Monitor, developed an individualized QSR protocol. The Agency piloted the protocol in the spring of 2005 with a review of 11 subsequent cases. A review of 40 cases was conducted in the fall of 2005. (The report, *Quality Service Review at Child and Family Services Agency, Fall 2005*, is attached.) The current plan is to review at least 80 cases during 2006, with participation of the Monitor and outside experts.

The Monitor believes the results from the QSR provide a superior way of measuring performance on a range of service delivery and quality benchmarks in the Implementation Plan. However, drawing meaningful conclusions from the QSR requires a review of a larger number of cases over time. Using the QSR results for LaShawn monitoring will also require agreement among the parties about the relationship between the QSR measures and some of the existing Implementation Plan benchmarks. The Monitor will develop a proposal for discussion with Plaintiffs and CFSA that will crosswalk the Implementation Plan requirements related to services

to children and families and case planning listed in Appendix A to match the QSR protocol and measures. The intent is to use the QSR method to evaluate aspects of the District's compliance with the Modified Final Order and the Implementation Plan.

In addition to regularly using the QSR to measure quality, CFSA has recently created an Office of Organizational Development and Practice Improvement to create internal capacity for self evaluation. It is expected that this office will analyze the practices, outcomes and recommended strategies for improvement and facilitate a continuous quality improvement process at all levels of the Agency.

## **G. Summary of Performance on Implementation Benchmarks**

The source for much of the data in the following matrix is CFSA administrative data from FACES. Some information related to protective services is derived from the Monitor's recent case record review (CRR). Additionally, information from the Quality Service Review (QSR) has been used to measure progress in one area.

As the summary matrix indicates, CFSA continues to make and is sustaining progress in several key areas such as holding timely Administrative Case Reviews (99%) and permanency hearings (98%). There are no young children with inappropriate permanency goals and the Agency has achieved the benchmarks of placing children in homes that meet capacity limits. Additionally, the reported number of currently licensed foster homes (82%) and group homes (86%) is a notable achievement. CFSA reports of the 1173 homes, 18 have never been licensed. Of the remaining unlicensed homes, these homes have been licensed in the past but the licenses have expired. CFSA believes that performance on licensing is higher than reported due to data entry issues and is working to improve their reporting to the Monitor on this measure.

During the Agency's pilot test of their QSR protocol on 11 cases in Spring 2005 and a QSR of 40 cases in Fall 2005, there was evidence of good practice with children and families. Reviewers rated overall practice performance as acceptable in 60% (24) of the 40 cases.

In several areas, the current performance is far below expectation and in others areas performance that had been slowly improving is now declining. In general, increased performance on Implementation Plan benchmarks has not kept pace with the expectations for phased and steady improvement that were built into the Plan. The following areas of performance of particular concern:

- ***Delays in Initiation and Completion of Investigations***

Performance on timely initiation of investigations was expected to be at 90% in June 2005 but was 72% in July 2005 and has declined slightly to 70%. Timely investigation of institutional abuse has declined significantly to 16%.

As discussed in this report, timely completion of investigations remains an issue and performance in that area has also declined from 45% in July 2005 to 39% in December

2005. Declining performance on institutional abuse investigations is particularly troubling.

▪ ***Too Many Young Children Placed in Congregate Settings for More than 30 Days***

In July 2005, 14 children under the age of 12 were placed in a congregate care setting for more than 30 days; as of December 2005 that number had risen to 22, reflecting the overall difficulties the agency has had around placement. Many of these children are in sibling groups for whom CFSA does not have an appropriate family setting. In those cases, they have kept siblings together, but in a congregate facility.

The number of children under age 6 placed in a congregate setting has remained stable from July to December 2005 at 11.

▪ ***Children Remain in emergency homes or facilities for more than 30 days***

Since December 2004 when 15 children were placed in an emergency, short-term, or shelter facility for more than 30 days, the number of children has risen to 19 in July 2005 and 45 children as of December 2005. This is another indication of the unresolved placement capacity issues.

▪ ***Too Many Children Experience Multiple Placements***

The percentage of children experiencing instability, that is three or more placements within a 12-month period, has increased from 17% in June 2005 to 21% in December 2005. This amount of movement and disruption is unacceptable for a child. CSSP and CFSA are conducting a review of the multiple placement issue to identify additional strategies to reduce placement instability at CFSA.

▪ ***Delays in placing children with a permanency goal of adoption in a pre-adoptive home***

Less than half (41%) of the children with a permanency goal of adoption are living in a pre-adoptive placement within nine months of their goal becoming adoption.

▪ ***The Frequency of Social Work Visits with Children and Families is Far Below Expectation:***

- ***visits with children within the first eight weeks of a new placement;***  
Less than half (41%) of children in a new placement are seen weekly by their social worker
- ***contacts with families with in-home cases;***  
While performance in this area improved slightly, only 60% of families in which there has been a substantiated report of abuse or neglect are visited at least monthly.
- ***seeing children in care;***  
In 85% of cases there **are** social worker monthly visits to children in foster care but in only half (51%) of the cases are children visited twice monthly as

is required. This is an improvement in performance but an example of case practice not meeting expectation nor improving at an expected rate.

- ***supporting parents working towards reunification with their children***

As of July 2005, during the first three months of a child's placement, social workers visited only 33% of parents twice a month. Performance remains at 33% for December 2005.

- ***Siblings Living Apart are Not Seeing Each Other Regularly;***

Performance in this area, expected to be at 70% in July 2005, was poor with only 19% of siblings living apart seeing each other at least twice monthly. That performance has now decreased to 9% in December 2005. We suspect that there are data accuracy issues since the reported data reflects significantly poorer performance than the QSR data which generally found that the agency, foster parents, and older children themselves were doing a good job in maintaining sibling and other family connections. This discrepancy needs further exploration.

Additional data related to the Agency's progress on selected benchmarks in the Implementation Plan can be found in the matrix (Table 4). As mentioned in the Introduction of this report, a more comprehensive review of the Agency's progress against December 31, 2005 benchmarks is in process and will require additional time for verification by the Monitor.

## SUMMARY OF SELECTED PERFORMANCE ON IMPLEMENTATION PLAN BENCHMARKS<sup>4</sup>

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT/ DIRECTION OF CHANGE
<b>PROTECTIVE SERVICES</b>					
1. Investigations will be initiated <sup>5</sup> within 48 hours.	90%	72%	Full compliance	70%	No/ Declining ↓
2. Investigations will be completed within 30 days.	80%	45%	90%	39%	No/ Declining ↓
3. CFSA will routinely conduct quality investigations. Evidence of acceptable investigations will include: a. Child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation; b. Report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk;	(December 2004 benchmark, 75%)  (December 2004 benchmark, 75%)	<i>Based on July 2005 Case Record Review</i>  92%  72% Agreement with overall finding of investigation;  82% Agreement with overall risk assessment	80%  80%	Most recent data is from July 2005	Yes        No

<sup>4</sup> In those instances where we have determined that CFSA administrative data from FACES accurately tracks progress, no other independent data gathering was needed. Case record review indicates data gathered from Monitor's Case Record Review/February 2006 report; QSR indicates information gathered from CFSA's Quality Service Review/Fall 2005 report. The Monitor participated in the work as a reviewer and advisor. Not included are benchmarks where the Monitor has not been able to verify data or when insufficient data are provided by CFSA.

<sup>5</sup> CPS investigations are "initiated" as defined in Section II.G. of the LaShawn Modified Final Order (MFO).

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT/ DIRECTION OF CHANGE
c. Investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of good faith efforts to see the child and that the worker has been unable to locate the child.	(December 2004 benchmark: 70%)	<i>Based on July 2005 Case Record Review</i>  72%	80%	Most recent data is from July 2005	Yes
d. Investigations will show evidence of overall quality.	(December 2004 benchmark: 60%)	34%	80%		No
4. Reports of abuse and neglect in foster homes and institutions shall be comprehensively investigated in accordance with investigation timeframes and policies.	(December 2004 benchmark: 85%)	67%	95%	16%	No/ Declining ↓
5. Child abuse and/or neglect reports will show evidence that the investigator checked for prior reports of abuse and/or neglect.	(December 2004 benchmark: 90%)	100% check performed electronically	Full compliance	100% check performed electronically	Yes
6. CFSA shall provide appropriate medical, psychological or psychiatric evaluations of children, as outlined in the MFO, as part of the investigation of abuse or neglect in cases where it is determined that such evaluations are necessary.	(December 2004 benchmark: 60%)	<i>Based on July 2005 Case Record Review</i>  53% Medical  40% Psychological/ Psychiatric	80%	Most recent data is from July 2005	No

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT/ DIRECTION OF CHANGE
7. CFSA will ensure that children with substantiated abuse or neglect reports who have not had a physical examination during the investigation and have not had a recent exam in the time period recommended by the EPSDT schedule, receive a physical examination within 48 hours of substantiation of cases.		30%	75%	Most recent data is from July 2005	No
<b>SERVICES TO CHILDREN AND FAMILIES</b>					
1. Appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services, when applicable, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.		80% (8 of 10 applicable QSR cases)	80%	Most recent data is from July 2005	Yes
2. A CFSA worker or a qualified worker from a service provider authorized by CFSA will visit families in which there has been substantiated abuse or neglect, with a determination that children can be maintained safely in the home with services.	90% Monthly  40% Twice monthly	59% Monthly  20% Twice monthly		60% Monthly  19% Twice monthly	No/ No Change  ↔
3. Families who have been the subject of a report of neglect/abuse that has not been founded, will be referred to an appropriate Collaborative or community agency when appropriate.		46%	70%	Most recent data is from July 2005	No/Not previously measured

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT/ DIRECTION OF CHANGE
<b>PLACEMENT OF CHILDREN</b>					
1. Children will be placed in appropriate placements. a. Children in out-of-home placement will be placed with some or all of their siblings.	75%	57%		56%	No/ No Change ↔
b. Children placed in out-of-home placement will be placed in the least restrictive, most family-like setting appropriate to their needs.		77% Foster Home; 12% Congregate; 8% Indep. Living; 3% other	80%	76% Foster Home; 13% Congregate; 1% Indep. Living; 4% other	No/ No Change ↔
c. Children under 12 will not be routinely placed in congregate care settings.  No child under age 6 will be placed in a group setting unless there are exceptional needs.	Full compliance	14 children under age 12 in congregate care more than 30 days  11 children under age 6 in congregate care	Full compliance	22 children under age 12 in congregate care more than 30 days  11 children under age 6 in congregate care	No/ Declining ↓  No/ No Change ↔



REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
d. Children placed apart from their siblings will have at least twice monthly visitation with some or all of their siblings.	70%	19%		9%	No/ Declining ↓
e. CFSA will have no children stay overnight in its in-house Intake Center.	CFSA will have no child under age 12 stay overnight in its in-house intake center	18 children stayed overnight at CFSA between April and October 2005	CFSA will have no child under age 12 stay overnight in its in-house intake center	One child stayed overnight at CFSA between October 1, 2005 and January 20, 2006	No/ Improved ↑
f. CFSA will not place children more than 100 miles outside the District of Columbia.	No more than 35 children	94: residential 13: non-kinship		98: residential; 6: non-kinship; 1: other	No/ No Change ↔
g. CFSA will investigate relative resources in cases requiring removal of children from their homes.	75%	64%			No/ No Change ↔

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
2. CFSA will work to reduce multiple placements of children in foster care:  a. There will be a reduction in the percentage of children who enter foster care after January 1, 2003 who have had three or more placements.		FY 2003 Cohorts Jan-Jun Cohort 29%  July-Dec Cohort 26%	Benchmarks not set	FY 2004 Cohorts Jan-Jun Cohort 31%  July-Dec Cohort 32%	No Declining  ↓
b. There will be a reduction in the percentage of children in foster care who will have had three or more placements in a twelve-month period.	No more than 5%	17%		21%	No/ Declining  ↓
3. Children will be placed in foster homes and other placements that meet licensing and other MFO placement standards.  a. Foster homes, group homes, and independent living facilities will have a current and valid license.	Full compliance	81% foster homes; 90% group homes; 53% indep. living facilities with valid license	Full Compliance	82% foster homes; 86% group homes; 45% indep. living facilities with valid license	No/ No Change  ↔

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
b. Children in foster home placements will be in homes that (a) have no more than three foster children or (b) have six total children including the family's natural children; (c) no more than two children under two years of age or (d) more than three children under six years of age. The sole exception shall be those instances in which the placement of a sibling group, with no other children in the home, will exceed these limits.	No more than 10%	a. 29 homes (2%); 125 children (6%)  b. 2 homes (.2%)  16 children (.8%)  c. 1 home (.15%)  d. 1 home (.2%)	No more than 8%	a. 24 homes (5%); 102 children (6%)  b. 3 homes (.3%)  25 children (1%)  c. 2 homes (.15%)  d. 1 home (.1%)	Yes
c. No child will remain in emergency, short-term, or shelter facility or foster home for more than 30 days.		19 children	8 children (50% reduction from December 2004 performance of 15)	45 children	No/ Declining ↓
d. No child will be placed in a group-care setting with a capacity in excess of 8 children without express written approval by the Director or designee based on written documentation that the child's needs can be met only in that specific facility, including a description of the services available in the facility to address the individual child's needs.	52 Children  (50% reduction from 6/30/04 performance of 104)	78 children	Full Compliance	64 children	No/ Improving ↑
e. Children will not be placed in a foster care home or facility in excess of its licensed capacity. Sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.	23 children (50% reduction from 6/30/04 performance of 45)	125 children	Full compliance	102 children	No/ Improving ↑

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
4. Children in foster care will have a health screening prior to placement.		27% CFSA data; 81% Monitor's case record review (initial placements only)	90%	27% Initial placement; 27% re-entries; 16% re-placements (Automated data under- reports this measure – see July 2005 Performance)	No
5. Children in foster care will receive a full medical and dental evaluation within 30 days of placement.		Insufficient data provided by CFSA	90%	58% Medical  .5% Dental (Automated data does not sufficiently measure this outcome)	No/Improving ↑ No/Declining ↓

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
<b>PLANNING</b>					
1. All open cases will have current case plans, as defined in a, b and c below: <ul style="list-style-type: none"> <li>a. Initial case plans will be created within the first 30 days of a child's removal from home.</li> <li>b. Case plans will be updated to reflect changing needs.</li> <li>c. Case plans will be updated minimally every six months.</li> </ul>	Full Compliance	91% child plans  79% family plans		90% child plans  76% Family plans	No/ No Change ↔  No/ No Change ↔
2. CFSA will develop timely, comprehensive, and appropriate case plans that are developed with the family and reflect current conditions and needs. <ul style="list-style-type: none"> <li>e. Cases will show evidence of appropriate supervisory review of case plan progress.</li> </ul>		100% supervisory review required in FACES to finalize a case plan		100% supervisory review required in FACES to finalize a case plan	Yes
3. For children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.	85%	6%	Full compliance	14%	No/Improving ↑
4. For children with a goal of reunification, in accordance with the case plan, the assigned worker or designated family services provider shall meet with the parent(s) no less frequently than twice a month in the first three months post-placement unless there is documentation that the parent(s) is(are) unavailable or refuses to cooperate with the Agency.	60%	33%		33%	No Change ↔



REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
<b>ADOPTION AND POST ADOPTION</b>					
1. CFSA will have a timely process for moving children to adoption. Evidence of compliance will include: a. Children with a permanency goal of adoption will be in an approved adoptive placement within nine months of their goal becoming adoption.		61%	85%	41%	No/ Declining ↓
2. Adoptive families will receive notification at the time that the adoption becomes final of the availability of post-adoption services.	90%	CFSA sends letters to all families notifying them of post adoptive services at time of adoption	90%	CFSA sends letters to all families notifying them of post adoptive services at time of adoption	Yes
<b>SUPERVISION OF PLACEMENT</b>					
1. CFSA will increase visitation: a. CFSA or contract agencies with any level of case responsibility shall make weekly visits during the first eight weeks of placement to children newly placed in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) or moved to a new placement.	90%	Unable to Determine	Full Compliance	40%	No

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
b. CFSA or contract social workers with case management responsibility shall make monthly visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.).	Full Compliance	84%	Full Compliance	85%	No Change ↔
c. CFSA and contract social workers shall make bi-weekly (twice monthly) visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.).	80%	41%	Full Compliance	51%	No/Improving ↑
<b>CASE REVIEW SYSTEM</b>					
1. Foster care cases will have had an Administrative Case Review within 180 days of entering care and every 180 days thereafter.	Full Compliance	99%	Full Compliance	99%	Substantively Achieved
2. CFSA shall make every reasonable effort to ensure that children in foster care have a permanency hearing in Family Court no later than 14 months after their initial placement.	Full Compliance	96%	Full Compliance	98%	Substantively Achieved
3. CFSA will conduct appropriate case specific reviews as specified in Section X, D.1 of the Modified Final Order according to the timetable for phased implementation approved by the Court Monitor by September 30, 2003. CFSA will notify the Director or the Director's designee and the Court Monitor on a monthly basis of the cases requiring special case review and the status and outcome of each review.	Full Compliance	Data not provided; Anecdotally, some reviews are occurring but many are not.	Full Compliance	Data not provided; Anecdotally, some reviews are occurring. However, there is no tracking of and follow-up on special case review status, interventions, and outcomes.	No



REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
<b>CASELOADS, STAFFING, AND WORKER QUALIFICATION</b>					
1. The caseload of each worker conducting investigations of reports of abuse and/or neglect shall not exceed a maximum of 12 investigations at any one time.	Full Compliance	10 of 49 (20%) investigators with more than 12 investigations	Full Compliance	20 worker with more than 12 investigations  (18 unassigned cases. 42 cases were being managed in Intake that should be transferred to on- going units)	Declined  ↓
2. The caseload of each CFSA worker and private agency worker providing services to children and families in which the child or children in the family are living in their home shall not exceed 17 families.	Full Compliance	Mixed caseloads: family and child cases; 75 of 262 workers with more than 17 cases. (28%)	Full Compliance	56 workers with more than 17 total cases  (Range of cases between 18 and 27. No worker carrying more than 28 cases.)	Improved  ↑
3. The caseload of each CFSA worker and private agency worker providing services to children in placement, including children in Emergency Care and children in any other form of CFSA physical custody, shall not exceed 12 for children with special needs and shall not exceed 20 for all other children.	Full Compliance	Mixed caseloads: family and child cases; 75 of 262 workers with more than 17 cases. (28%)	Full Compliance	56 workers with more than 17 total cases  (Range of cases between 18 and 27. No worker carrying more than 28 cases.)	Improved  ↑

REQUIREMENT	JUNE 2005 BENCHMARK	JULY 2005 PERFORMANCE	DECEMBER 2005 BENCHMARK	PERFORMANCE AS OF DECEMBER 2005	BENCHMARK ACHIEVEMENT /DIRECTION OF CHANGE
4. The caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 12 children, or 15 children involving cases of independent adoption.	Full Compliance	6 of 38 workers (16%)	Full Compliance	6 workers with more than 12 adoption cases	No/ No Change  ↔
5. Supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.		92% (6 of 86 supervisors with more than 5 workers)	95%	13 Supervisors with more than 5 workers	No/ Declining  ↓
6. No CFSA or private agency supervisor will be responsible for the management of any cases except in those situations in which the assigned worker leaves without providing notice, and in such circumstances, only for a five-day period.		85% (13 of 86 supervisors with cases – 2 at CFSA & 10 at private agencies)	Full Compliance	23 supervisors carrying cases  (2 at CFSA & 21 at private agencies)	No/ Declining  ↓
7. Beginning September 30, 2003 and thereafter, there will be no unassigned cases.	Full Compliance	81 cases unassigned for more than 24 hours		71 cases unassigned for more than 24 hours	No/ Improved  ↑

## APPENDIX A: IP BENCHMARKS TO BE CROSSWALKED WITH QSR MEASURES AND STANDARDS

REQUIREMENT	REQUIREMENT	REQUIREMENT
SERVICES TO CHILDREN AND FAMILIES	PLANNING	INVESTIGATIONS
1. There will be evidence that families routinely are offered and assisted to use MFO required services to meet the goals of safety, permanency and well-being for children. a. For the purpose of enabling children who have been the subject of a substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.	2. CFSA will develop timely, comprehensive, and appropriate case plans that are developed with the family and reflect current conditions and needs. a. Case plans will be reflective of a timely assessment of the individual needs of the child in placement, and the needs of both parents and children as they relate to a child's permanency goal.	8. CFSA will routinely conduct quality investigations. Evidence of acceptable investigations will include: e. Child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation.
b. For the purpose of enabling children who have been returned from foster care to parents or relatives to remain with those family members and avoid replacement in foster care.	b. Every reasonable effort will be made to locate family and to develop case plans in partnership with families, their informal support network, and other formal resources working with or needed by the family.	f. Report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk.
c. For the purpose of preventing the disruption of a foster home placement, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child.	c. Case plans will identify permanency-planning goals for children that are appropriate for the child and family and are compliant with District law requirements and timeframes for permanency.	c. Investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of good faith efforts to see the child and that the worker has been unable to locate the child.
	d. Case plans will identify specific services and supports and timetables for providing services needed by families to achieve identified goals.	d. Investigations will show evidence of overall quality.